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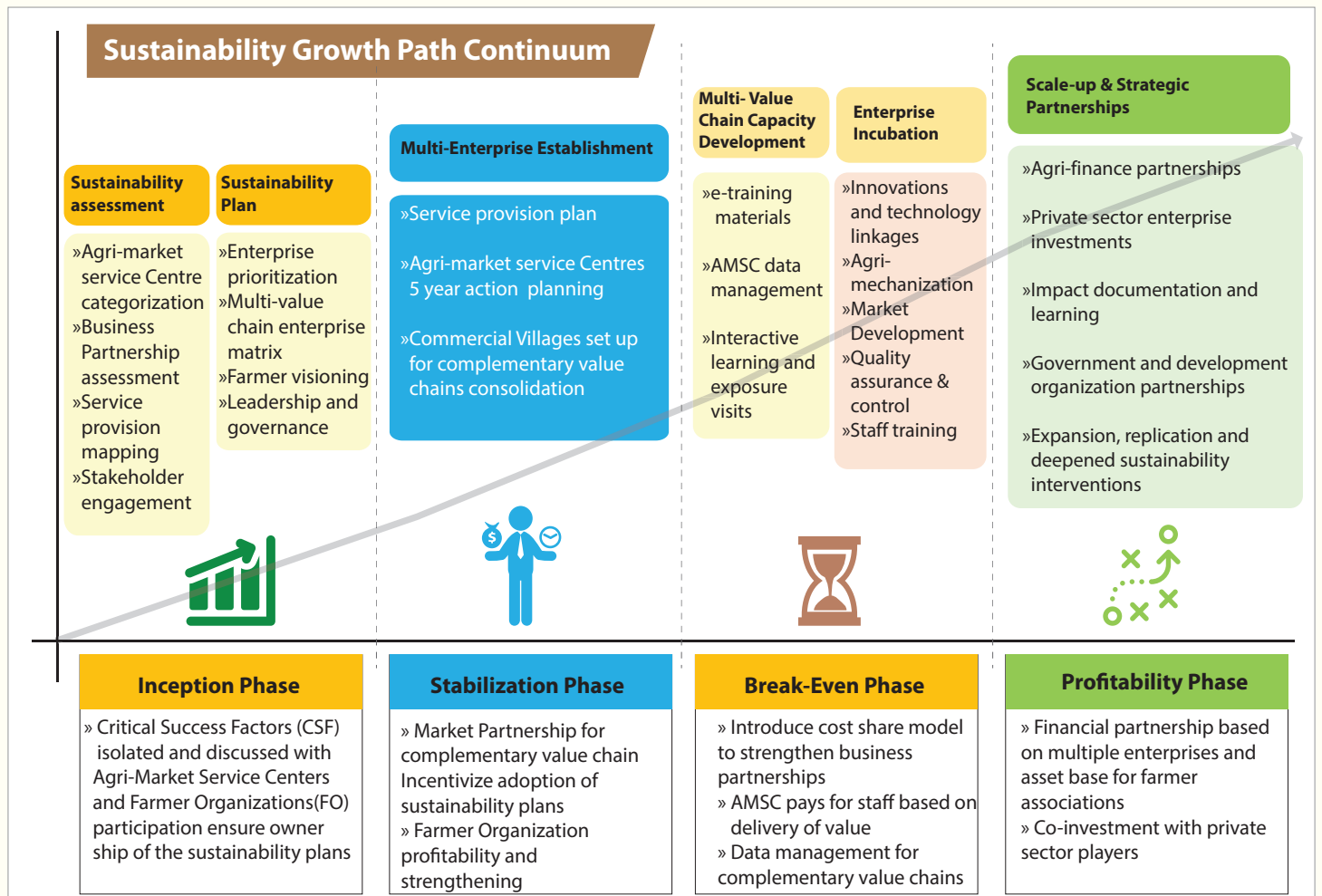
# Agri-Market Service Centres Sustainability Programme

Sustainability | Agri-markets | Profits | Multi-enterprise | Youth | Women | Service Centre

## YieldWise Initiative

Sustainability modelling is the key focus for this project which is intended to systematically graduate selected commodity aggregation centres under the Rockefeller Foundation’s YieldWise Initiative into “Sustainable Agri-Market Service Centres (AMSC)”. With well-equipped enterprise facilities, the centres will offer an assortment of agri-services to smallholder farmers, farmer organizations, value chain actors and market players predominantly focused on both anchor and complementary value chains under the YieldWise initiative.

Strategic and dynamic enterprise optimization mix for the service centres will be designed as profitable market-led units that competitively provide end-to-end season services for commercialized farmers and other SMEs. For optimal utilization of the Agri-Market Service Centres, Farmer Organizations with a multi-value chain focus will create a demand for paid services as smallholder farmers increase ability to pay. FCI will work closely with implementing partners in Tanzania, Kenya and Nigeria to uniquely blend sustainable pathways for context-specific and prioritized enterprises. The overall impact is envisaged as increased profitability, increased engagement with private sector partnerships for farmers and employment opportunities for youth and enhance income for women based on a value chain-wide approach.



Winning Markets for Africa!

# Farm Concern International, FCI

## Programme Overall Objective

To develop and implement an enterprise upgrading strategy for Commodity Aggregation Centres graduated into sustainable Agri-Market Services Centres under YieldWise Initiative in Kenya, Tanzania and Nigeria. This contributes to the YieldWise goal of demonstrating how the world can halve food loss by 2030, one of the UN's sustainable development goals.

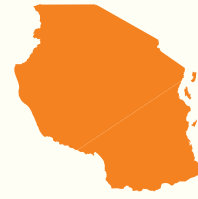
## Critical success factors

- » Leadership and governance accountability, financial management and Financial cushioning
- » Multi-Enterprise and Multi-Value Chain Approach
- » Business expansion through projections of seasonal Action Plans and 5 year Strategic Business Plans
- » Partnerships for capacity development, Technology access and Market expansion

## Target Countries



Kenya



Tanzania



Nigeria

## Specific Objectives

1. To conduct a sustainability assessment of existing aggregation centers and develop a sustainability upgrading strategy specific to enterprises and geographic contexts
2. To implement the sustainability strategy and support the upgrading of Agri-Market Service Centres across the existing aggregation center categories into profitable multi-enterprise entities
3. To design and implement statistical evidence based Learning and sharing through strategic data management approaches

## Step Wise Sustainability Implementation Approach

### Agri-Market Service Centres sustainability assessment



- Categorization of Service delivery
- Multi-Enterprise prioritization
- Village Assetization plan

### Agri-Market Service Centres sustainability strategy development



- Enterprise Upgrading Model
- Assets & Infrastructure design
- Partnership model

### Agri-Market Service Centres sustainability validation and adoption



- Participatory forums for farmers, partners & other stakeholders

### Agri-Market Service Centres strategy review learning and sharing



- Learning Platforms and model replication

### Agri-Market Service Centres review and upgrade



- Feedback forums / Leadership and governance

### Agri-Market Service Centres sustainability strategy implementation & M&E



- Business Action Planning & Business Planning for Complimentary Value chains

## Key Outputs & Outcomes

### Agri-Market Service Centres 40

- » Kenya - 10
- » Nigeria - 9
- » Tanzania - 21
- No. of Farmers- 45,000

### Public & private sector partnerships

- » Private sector - 40
- » Feedback forums - 8
- » Formal and Informal Buyers - 80

### Sustainability strategy

- » Agri-Market Service Centre action plans - 5
- » Enterprise business plans - 40

### Capacity development

- » E-training materials
- » Modules - 6
- » Leadership and governance training - 520

### Commercial Villages

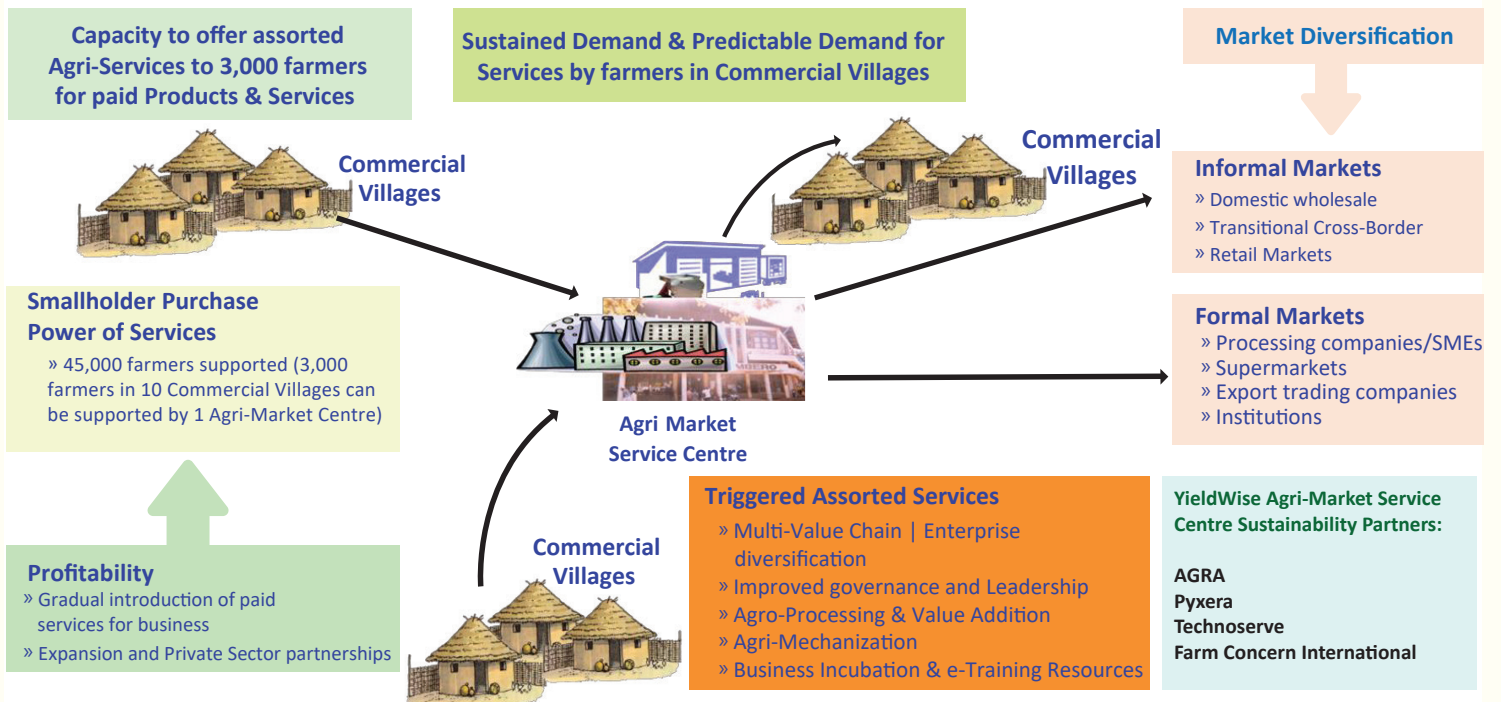
- » Supportive production units to Agri-Market Service Centres
- » 1 Agri-Market Service Centre= 3,000 farmers
- » Enterprise Prioritization and promotion
- » Household Food Security
- » Reduced food loss and wastage due to buyer partnerships and capacity building

### Public & private sector partnerships

- » Annual Learning forums
- » Feedback sharing forums
- » Participatory validation and strategy upgrade forums

## Agri-Market Service Centre Optimization Matrix

Cost share Model: The programme will incubate Agri-Market Centres to profitability and Sustainability



## Multi-Commodity Supply Chain Governance for reduced Food Loss and Wastage through Agri-Market Service Centre

Strategic Partnerships with Yield Wise Partners for consolidated Interventions for increased Impact

### Contacts

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### FCI Rebrands



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# Farm Concern International

## About FCI

**F**arm Concern International, FCI, is an Africa-wide agri-market development agency specialized in; i) **Value Chain Analysis**, ii) **Profitable Smallholder Commercialization** and iii) **Market Access**. Our experiential journey spans over almost a decade and a half, with scaling up having been rolled out in over **24 countries in Africa**, impacting **18 million smallholder farmers and agro-pastoralists**.

The Commercial Village Model is FCI's implementation approach for scale up; an innovative mass marketing system designed for high impact among large numbers of smallholder farming households through a multi-value chain focus embedded with a real-time data capture process for impact and evidence documentation.

As an **African Organization**, FCI provides direct implementing expertise focused on expanded strategic partnerships with **137 development partners** as FCI is dedicated to consortiums, partners & programmes, contractors, and international agencies. Our extensive contextual expertise guarantees a fast-tracked implementation learning curve, accelerated impact and authoritative data for national and multi-country interventions. More importantly, the FCI Team optimizes local knowledge of value chains and markets to catalyze sustainable rural economic growth.

We are a unique **hybrid organization** that blends dual dimensions of selected industry **best practice from the private sector and development world**. This blended approach creates opportunity for beneficial partnership between two distinctly divergent systems. This results in innovative market bridges between the formalized private sector, traditional informal markets and subsistent smallholders.

Over 50 commodities traded through the Commercial Village Model for smallholder market access, facilitated by FCI



Cereals



Legumes



Staples



Roots & Tubers



Livestock



Dairy



Fisheries



Poultry



Horticulture

**Vision:** Commercialized smallholder communities with increased incomes for improved, stabilized and sustainable livelihoods in Africa and beyond.

**Mission:** To build innovative market-led business models that catalyze smallholder commercialization and entrepreneurship for economic growth of households and enterprises for systematic graduation into Investment Platforms in Africa and beyond.

### FCI Core Competence

**Strategic Pillar 1:**  
Value Chain Analysis & Markets Data



**Strategic Pillar 3:**  
Market Access & Buyer Partnerships



**Strategic Pillar 5:**  
Capacity Development & Farmer Organization  
Collective Marketing



**Strategic Pillar 7:**  
Financial Inclusion & Partnership for Income Use  
in Household Investments



**Strategic Pillar 2:**  
Commercialization & Aggregation



**Strategic Pillar 4:**  
Informal Markets  
Digitization & e-Trade



**Strategic Pillar 6:**  
Youth & Women Enterprise  
Incubation & Graduation



**Strategic Pillar 8:**  
Audi-Visual Training Aids,  
Impact Documentaries &  
Visibility / Advert Videos



### Our Coverage



- Capacity building, agri-enterprise incubation, curriculum and modules development ( 16 countries + 8 countries = 24 countries)
- Value chain analysis, multi-value chain profitability assessment & market research, by FCI Market Research Division (8 countries)
- Direct implementation of development programmes for multi-value chain smallholder commercialization, food & nutrition security, aggregation & market access (8 countries)
- Technical support and Partners' programme staff training, action planning and learning platforms (8 countries)

# Farm Concern International, FCI

## We Believe in



Sustainability



Real-Time Data



Impact



Integrity



Cost Effectiveness



Evidence

## FCI In Statistics

### Strategic pillar 1:

#### Value chain Analysis, M&E, Action Research and Agri-Data



**347**

NO OF VALUE CHAIN ANALYSES / STUDIES CONDUCTED BY FCI Market Research Division

- Cost Benefit Analysis
- Enterprise Viability assessment
- Multi-Commodity demand measurement
- Client oriented Information packaging
- VC Prioritization for men, women & youth

### Strategic pillar 2:

#### Smallholder Commercialization, Food Security, Agri-nutrition & Climate Resilience



**18** MILLION SMALL HOLDER FARMERS & AGRO-PASTORALIST

**115** DEVELOPMENT PROGRAMMES

- Market led production
- Aggregation
- Post-harvest
- Traditional foods
- Climate resilience
- Sustainability

### Strategic pillar 3:

#### Market Access, Buyer Partnership & Demand Creation



**24,185**

INFORMAL WHOLESALERS BUYERS

**521** COMPANIES

- Traditional markets Efficiency
- Private sector buyers partners
- Institutional & Government markets
- Impact & Social investment
- Marketing Strategies
- Product & Package Development
- Pricing & Competitiveness

### Strategic pillar 4:

#### Digital Trade Platform & Market Information System



**13,825**

ONLINE BUYERS & SERVICE PROVIDERS

**67,025**

FARMERS ON FCI TRADE PLATFORM

- Virtual aggregation
- Collective marketing
- Online agri-services
- Buyer database
- Input sourcing
- Mobile payment
- Geo-fenced system

### Strategic pillar 5:

#### Capacity development, Off-Grid eTraining and Practical Learning



**24** COUNTRIES ACROSS AFRICA

**248** E-TRAINING MATERIALS

**25** DIGITIZED TOPICS ON APPS

**122** TRAINING MODULES

- Curriculum
- Local dialect modules
- Audio visual training tools
- Mobile Apps
- off-grid e-training
- Practical learning

### Strategic pillar 6:

#### Youth & Women Business Incubation, Growth Pathways and Enterprise Graduation



**2,275** ENTERPRISES

**40%** WOMEN &

**20%** YOUTH AMONG SMALLHOLDER FARMERS

- Women in value chains & trade
- Youth employment & agri- ICT
- Village processing
- Profitability

### Strategic pillar 7:

#### Farmer Organization Collective Marketing & Financial Inclusion



**3,470**

FARM ORGANIZATIONS

**67** BANKS & MFIs

- Accountability & Integrity
- Leadership & Governance
- Business Planning
- Savings for Financial Inclusion
- Village Processing Enterprises
- Profitability for Sustainability

### Strategic pillar 8:

#### Strategic Partnerships for Income Use in Household Investments



**139**

STRATEGIC PARTNERS

- Accountability & Integrity
- Labour & Energy Saving Technologies
- Farm Inputs & collective purchase
- Agri-Mechanization
- Health [Maternal & Family]
- Education [School Payments]

FCI Target Clients for Commercialization, Entrepreneurship, Value Chain Employment and Market Access:



Winning Markets for Africa!



# FCI Direct Implementation Approach:

Experiential expertise, high number of farmers & evidence-based impact data reporting

## Implementation Approach: The Commercial Village Model

A 12- Year tested, implemented and upgraded innovative business Model for value chain analysis smallholder commercialization, food security, aggregation & market access. The model, developed and upgraded by FCI over more than a decade, is a multi-value chain innovative smallholder commercialization and aggregation business model for market access. The implementation approach also includes a socioeconomic concept that delivers to the last mile. The model has experientially been applied in 8 Countries with 137 partners. It is currently being rolled out across Africa for scale-up in multiple impact investment and development initiatives. The model has further generated statistical evidence on smallholder commercialization and market access proving its efficacy for high impact; its capacity to transform high numbers of smallholders; deliver enterprise profitability and stabilize incomes.

## Ongoing interventions in Commercial Villages

Plug in for accelerated smallholder impact across diverse thematic areas;



Farmer digitization & information dissemination



Capacity building & collective marketing



Youth in Agri-ICT & value chain wide Employment



Women enterprises, food security & agri-nutrition



Leadership & accountability



Savings after sales for farmer investments



Bulking & Virtual aggregation

## FCI hybrid business model 2030 strategy

Commercial Village Model scale up in Africa through strategic partnerships By 2030, catalyzed scale up of the Commercial Village Model targets to reach 100 million smallholder farmers and agro pastoralists in Africa for sustainable agricultural development through profitable commercialization and market access. To accomplish this goal, FCI seeks to expand partnerships with social investors, governments, private sector, farmer organizations and development agencies focused on driving inclusive growth in Africa.

## Farm Concern International, FCI Strategic Social Investment Partners



### Farm Concern International, Africa Office

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